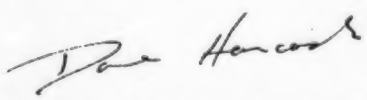
Justice

ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2000 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at February 1, 2000 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.



Dave Hancock, Q.C., *Minister of Justice and Attorney General*
February 1, 2000

MISSION STATEMENT

The Mission of Alberta Justice is to ensure equality and fairness in the administration of justice in Alberta.

As a result of the Justice Summit, we are currently undertaking a review and development of our Ministry's vision, mission and core values. This will involve dialogue between Ministry staff and the public and will be reflected in future business plans.

Albertans want their homes and communities to be safe places in which to raise their families and to do business. Promoting safe communities in all our programs will remain as our primary objective in this planning period.

OUR STARTING POINT: THE SUMMIT ON JUSTICE

The 2000-03 business plan for Alberta Justice represents a watershed in the administration of justice in the province as it represents the Ministry's response to the Alberta Summit on Justice. In January 1999, the Alberta Summit on Justice brought together representatives from justice-related agencies, volunteer organizations, stakeholders and citizens-at-large to address issues of concern regarding the justice system in Alberta. The Summit on Justice was convened to help make Alberta's good justice system better. Of the 136 delegates who attended the Summit, most were randomly selected from across the province based on demographics such as gender, age, occupation and First Nation/Metis considerations. Others were representatives from sectors with an interest in justice issues. The Summit was convened to ask Albertans for recommendations that would promote public confidence in the administration of justice.

Stakeholders and the public welcomed the government addressing outstanding justice issues. The *Final Report: Alberta Summit on Justice* was prepared by an outside steering committee. The report can be found on the website http://www.gov.ab.ca/justicesummit/ (click on "What's New", then click on "Response of the Government of Alberta"). The report identified 25 key recommendations in eight theme areas that were sound, practical and, most of all, "doable". These themes are as follows:

- Improve public knowledge, education and awareness
- Simplify the justice system
- Increase sensitivity and cultural awareness
- Enhance community partnerships
- Increase the role of victims
- Clarify accountability
- Take action on previous studies and reports on justice
- Increase funding

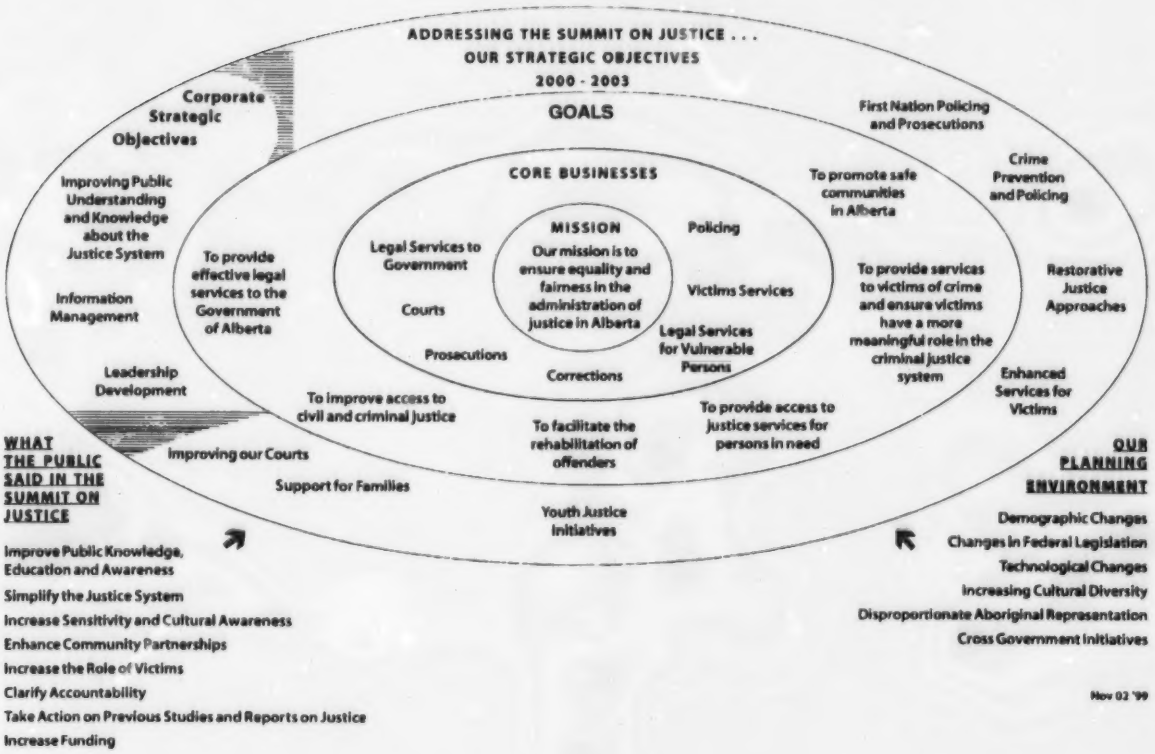
In May 1999, the government published a response to the recommendations, agreeing that virtually all recommendations in the report would be addressed in the immediate, short or longer term. The Ministry has made a commitment to regularly report on the progress it makes towards addressing these recommendations.

The Steering Committee for the Justice Summit consisting of members from the justice community, has been asked to continue on as a Justice Policy Advisory Committee. This

committee will monitor progress towards implementation of the Summit recommendations; provide linkages to all stakeholders in the formal justice system; and assist in continuing partnerships between Ministry, non-governmental organizations, the private sector, and communities. The Justice Policy Advisory Committee will also encourage non-governmental organizations, the private sector and communities to implement the recommendations of the Justice Summit which require broader action.

This business plan has, as a primary focus, the implementation of the recommendations of the Summit on Justice.

BUSINESS FRAMEWORK


ADDRESSING THE SUMMIT ON JUSTICE . . .
OUR STRATEGIC OBJECTIVES
2000 - 2003
GOALS
Corporate Strategic Objectives
Improving Public Understanding and Knowledge about the Justice System
Information Management
Leadership Development
Improving our Courts
Support for Families
Youth Justice Initiatives
First Nation Policing and Prosecutions
Crime Prevention and Policing
Restorative Justice Approaches
Enhanced Services for Victims
CORE BUSINESSES
To promote safe communities in Alberta
To provide effective legal services to the Government of Alberta
To improve access to civil and criminal justice
To facilitate the rehabilitation of offenders
To provide access to justice services for persons in need
To provide services to victims of crime and ensure victims have a more meaningful role in the criminal justice system
MISSION
Our mission is to ensure equality and fairness in the administration of justice in Alberta
Legal Services to Government
Courts
Prosecutions
Corrections
Policing
Victims Services
Legal Services for Vulnerable Persons
WHAT THE PUBLIC SAID IN THE SUMMIT ON JUSTICE
Improve Public Knowledge, Education and Awareness
Simplify the Justice System
Increase Sensitivity and Cultural Awareness
Enhance Community Partnerships
Increase the Role of Victims
Clarify Accountability
Take Action on Previous Studies and Reports on Justice
Increase Funding
OUR PLANNING ENVIRONMENT
Demographic Changes
Changes in Federal Legislation
Technological Changes
Increasing Cultural Diversity
Disproportionate Aboriginal Representation
Cross Government Initiatives
Nov 02 '99

OUR PLANNING ENVIRONMENT

In addition to the Summit on Justice, the Alberta Justice business plan has considered the following environmental factors in setting out our strategic objectives for 2000-03:

Social and Economic Change: Divorced, common-law and single-parent families have increased. Children are experiencing more parental separation and growing up in non-traditional families. These trends will continue to contribute to an increase in the number of people accessing family courts.

There is a growing population of immigrants in Canada who originate from all parts of the world. It is important that the justice system be available, understandable and more sensitive to cultural diversity.

Demographics: Canada's population is aging. Due to declining fertility rates, there is a decreasing proportion of young adults "at risk" of committing crime or being victims. Due to increased longevity, there is an increase in the proportion of elderly who are fearful of crime.

Canada's Aboriginal population is growing twice as fast as the country's total population and it is also getting younger. In Alberta, Aboriginal people are over-represented in the prison population. Alberta Justice needs to rise to the challenge of delivering services to Aboriginal people that will support community development and reduce the rate of incarceration of Aboriginal offenders.

Justice is a Shared Responsibility: Justice is a shared responsibility between the federal and provincial governments. While the provincial Legislature is responsible for the administration of justice, property and civil rights, the federal Parliament is responsible for criminal law and procedures, which includes Youth Justice, and the laws relating to divorce, immigration, bankruptcy and inter-provincial trade and commerce. The provincial and federal government must work together to provide Canadians a safe and secure country. The courts are constitutionally independent entities and the government has a responsibility to provide the necessary resources for their effective administration.

Public Confidence: Public confidence in the Ministry of Justice drops as the public's fear of crime increases. There is more widespread and immediate access to crime event information through the media, which in turn increases the fear of crime. The Summit on Justice was established to address legitimate public concerns such as crime prevention and victims' rights, with a view to increase the public's confidence in the justice system.

Accessibility to Justice Services: Accessibility to justice services entails shifting from a single court-based dispute resolution mechanism to a variety of alternate dispute resolution mechanisms. These will include mediation, alternative measures and restorative justice techniques. These mechanisms can provide cost effective and timely resolution in appropriate cases.

Technology and Globalization: Technology has facilitated the rapid movement of people, capital and information. While this has resulted in a global economy, it has also produced crime that is global in scope. The challenge for the Ministry will be to partner with national and international enforcement agencies to produce a credible response to global economic and organized crime.

Accountability: Increasingly, Albertans are looking to the public sector to account for results. The performance measures against which our programs are judged provide an objective assessment of the progress of the Ministry in achieving its goals. Programs must exemplify excellence in the level of service delivery, while maintaining the necessary oversight to ensure the public interest is respected in all aspects of the justice system.

ALBERTA JUSTICE STRATEGIC OBJECTIVES FOR 2000-03

For the coming planning period, Alberta Justice will focus on a number of key strategic objectives which will improve the delivery of our core businesses in a manner that honours the recommendations of the Summit on Justice. These strategic objectives include the following:

Support for Families: Family law reform has been recommended in a number of forums including: the MLA Review of the Maintenance Enforcement Program and Child Access; the Federal Report of the Special Joint Committee on Child Custody and Access; and the Justice Summit. These forums have recognized that the volume of family law cases before the courts has increased and court processes can be costly. In addition, different levels of courts have jurisdiction in the family law area. Access by Albertans to family law can be improved through a consolidation and streamlining of both the family law legislation and court processes. These laws are currently found within a variety of different statutes. As well, many of the current laws have not been reviewed for a number of years.

Family law will be reviewed and innovative reforms proposed which will improve access by Albertans to family justice. Review and a multi-level consultation will take place in 2000-01, with legislation coming forward in 2001-02. Justice will continue to work with the Ministry of Children's Services to ensure that the Maintenance Enforcement Program, family mediation services and other child focussed programs continue to provide children with timely and appropriate assistance.

Support for Families is one of the principle means by which we will achieve our fifth goal, "To improve access to civil and criminal justice".

Youth Justice Initiatives: The nature of the change to services for young offenders contemplated by the new *Youth Criminal Justice Act*, and the Summit's theme of placing more emphasis on diversion programs and restorative justice, will allow Alberta Justice to deliver youth and children's programs with an increased focus on greater cooperation and communication between partnering groups, including Aboriginal communities. Alberta Justice will explore the use of Attendance Centres, an expanded Alternative Measures Program and an Intensive Support and Supervision Program as alternatives to traditional justice sanctions.

Alberta Justice strongly supports government's actions in reconfiguring. Greater cooperation and communication in the delivery of youth and children's programs will be achieved through participation in joint initiatives aimed at early intervention, with Alberta Children's Services and community stakeholders. Over the longer term, this will reduce input into the formal youth and adult criminal justice system.

Youth Justice Initiatives are one of the principle means by which we will achieve our first goal, "To promote safe communities in Alberta"; our second goal, "To provide services to victims of crime and ensure victims have a more meaningful role in the criminal justice system"; our fourth goal, "To facilitate the rehabilitation of offenders"; and our fifth goal, "To improve access to civil and criminal justice".

Improving Our Courts: Through the Justice Summit, the citizens of Alberta have expressed strong views about the functioning of the courts and trials process. They are of the view that:

- the complexity of the present justice system results in court delays;
- victims should have a more meaningful role; and
- the system should move to a more restorative approach which would make offenders more directly accountable to the community and to the individuals victimized by the crime.

The anticipated outcome of this strategic objective is earlier case resolution and improved services, consistent with the constitutional obligations of the province to provide for the courts in Alberta. Resolution may include a restorative form of diversion, an alternative measure or an early guilty plea.

This strategy will be accomplished in part by having experienced Crown Prosecutors at the earliest possible time:

- screen police reports to determine if there is a reasonable likelihood of conviction and if it is in the public interest to proceed with the prosecution;
- determine if an alternative measure or other restorative approach is appropriate;
- assess the appropriate resolution of cases that are to proceed in the court system;
- pursue an early guilty plea through discussions with the defense counsel; and
- reduce unnecessary witness attendance in court by pursuing admissions of fact and expanding the use of affidavit evidence.

To ensure that victims have a more meaningful role in the early case disposition initiative and in the conduct of prosecutions generally, Crown Offices will establish specialized public assistance units. The units will provide information, referrals and assistance with victims' needs, including restitution and victim impact statements.

Public confidence in the justice system also depends upon providing access to citizens for the resolution of civil disputes. The development of an early alternative dispute resolution program will result in improved citizen access to civil justice forums that are fair, equitable and efficient.

Improving our courts is one of the principle means by which we will achieve our first goal, "To promote safe communities in Alberta"; our second goal, "To provide services to victims of crime and ensure victims have a more meaningful role in the criminal justice system"; and our fifth goal, "To improve access to civil and criminal justice".

Restorative Justice Approaches: "Restorative justice" encompasses attempts to rehabilitate offenders, heal victims, involve communities and be responsive to diversity. A restorative justice system can be a very powerful tool for resolving social tensions and ensuring that the operation of the justice system is well-aligned with community expectations. The Summit on Justice recognized that healing – of both the victim and the offender – and restoring the balance of society in a humane and fair way is an important attribute of our justice system. Justice systems must have respect for the diversity that reinforces our collective commitment to equality.

Alberta Justice will continue its emphasis on offender work service contribution to their communities, with over one million hours of offender labour provided annually to non-profit community groups. The Ministry will continue to provide support to the 75 existing Youth Justice Committees, whose volunteer members assist the justice system in sanctioning criminal offenders. Support will be extended to communities interested in establishing new Youth Justice Committees. Alberta Justice will continue to emphasize that incarcerated offenders be engaged in structured work or program activities.

Contingent on the capacity of the community, Alberta Justice will consider the transfer of community corrections program management to Aboriginal communities expressing an

interest and demonstrating a readiness. Also contingent on the capacity of the community is the transfer to community management of adult minimum-security camps. Involving the local communities in the delivery of these correctional programs will ensure that the justice system is well aligned with community expectations.

In fulfillment of its commitment to implement the recommendations of the Summit, the department will be actively exploring restorative justice alternatives with a view to expanding existing or initiating new restorative justice initiatives. Accordingly, the Adult Alternative Measures Program will be reviewed and expanded where appropriate.

Restorative Justice Approaches are some of the principle means by which we will achieve our first goal, "To promote safe communities in Alberta"; our second goal, "To provide services to victims of crime and ensuring victims have a more meaningful role in the criminal justice system"; our fourth goal, "To facilitate the rehabilitation of offenders"; and our fifth goal, "To improve access to civil and criminal justice".

First Nation Policing and Prosecutions: It has been a long-term objective of Alberta Justice to enable First Nations police services to address community law and order concerns. In this respect the Summit has noted, and the Ministry agrees, that First Nations should ultimately provide services to their communities that are comparable to other similar communities in the province.

Alberta Justice proposes to promote culturally sensitive approaches to prosecutions by developing the mandate of native liaison prosecutors in the coming year. This will include enhancing existing aboriginal awareness programs and improving the access of these programs to staff involved in conducting prosecutions.

First Nation Policing and Prosecutions is one of the principle means by which we will achieve our first goal, "To promote safe communities in Alberta" and our second goal, "To provide services to victims of crime and ensuring victims have a more meaningful role in the criminal justice system."

Enhanced Services for Victims: The Summit recommended that victims become more involved in all stages of the resolution of a criminal act. Where appropriate, and where the victim voluntarily participates, the restorative justice process will involve the offender and will provide the victim with an opportunity for closure and healing. To provide effective services to victims of crime and to expand the role of the victim in the criminal justice system, Alberta Justice will complete a review of current legislation from a victim's perspective. This will be accomplished by evaluating the services provided under the *Victims of Crime Act*, and making appropriate recommendations for change. A new funding model for victim program grants will be reviewed to ensure it reflects *Criminal Codes* requirements. Guidelines for offender-pay restitution will also be developed.

Enhanced involvement of victims in the criminal justice process is a principle means by which we will achieve our second goal, "To provide services to victims of crime and ensure victims have a more meaningful role in the criminal justice system" and our fourth goal, "To facilitate the rehabilitation of offenders".

Crime Prevention and Policing: The Summit noted Albertans found it imperative that their communities be safe places to raise their families and do business. Crime prevention was identified as a necessary element of safe communities and reconfirmed as a critical core business of the Ministry. In the coming year the Ministry proposes to augment crime

prevention initiatives by supporting the *Federal DNA Identification Act*. The *Act* will provide for the analysis and use of genetic material (DNA) to assist police in linking offenders to serious crimes. A status reporting form will be introduced to enhance the case management of the most serious and complex cases.

The recommendation of the Summit on Justice that the recruitment and training of police officers reflect the cultural and social diversity of the communities they serve, will be addressed by working with police services to standardize recruitment, selection and training of police officers in the province. Alberta Justice will also conduct a review of the process for filing a complaint against the police in accordance with the Summit recommendation to increase community involvement in disciplinary decisions concerning inappropriate police behaviour and in the resolution of complaints against the police.

Our crime prevention and policing strategic objectives are the principle means by which we will achieve our first goal, "To promote safe communities in Alberta".

CORPORATE STRATEGIC OBJECTIVES

Alberta Justice has identified three ministry-wide corporate strategic objectives that will be pursued to successfully achieve our goals and improve the delivery of our core businesses.

Leadership Development: Significant numbers of managers will be eligible to retire in the next three to five years. Alberta Justice will develop effective successors to assume their roles. The goal of the Leadership Development Strategy is to provide learning opportunities to assist employees in developing their leadership skills and abilities.

Develop Integrated Information Systems: A key theme of the Summit on Justice was the need of partners in the system to better communicate with each other and find more effective ways of sharing information. The integrated justice initiative will provide the framework for the use of technology to achieve greater effectiveness and efficiency in justice programs within our available resources.

In this initiative, Alberta Justice, the police, the judiciary, private law firms and other stakeholders will expand the current information sharing between the various organizations involved in the administration of justice. The desired outcome is to break down the organizational "silos", develop common information architecture and reduce procedure duplication with the ultimate goal of increasing the effectiveness of the system.

Improving Public Understanding and Knowledge about the Justice System: The Justice Summit repeatedly highlighted the need to improve communication with the public regarding the administration of justice. It recommended that greater efforts be made to ensure that citizens understand how their justice system works, why decisions are made and how they are made by the various components of the system. This will entail the development of a communications strategy which will focus upon educating Albertans on various roles and responsibilities of the partners in the system and how they coordinate their activities to further the public interest.

In this planning period, Alberta Justice will meet with stakeholders to determine how this pro-active communication strategy can be accomplished and the role each partner will play in this endeavour. In addition, an examination of options to augment public legal education and information will be undertaken through working more closely with public legal education and information agencies, Alberta Learning and the Alberta Law Foundation. A

multi-sectorial communications plan will be prepared outlining the education objectives of the justice community, and the respective responsibilities of our partners and our Ministry in developing and disseminating information about the administration of justice.

CORE BUSINESSES

Successful implementation of the Ministry's strategic objectives requires the coordinated interaction of our core business functions: policing; victims' services; legal services for vulnerable persons; corrections, prosecutions; courts; and legal services to government. Our core businesses must work together to support the achievement of our goals and be delivered in an effective, efficient and high quality manner.

GOALS AND PERFORMANCE MEASURES

GOAL 1: TO PROMOTE SAFE COMMUNITIES IN ALBERTA

Albertans have told us that they want peaceful and orderly communities in which they can live, work and raise families in safety and security without fear of crime or victimization. To this end, Alberta Justice is committed to promoting safe communities in Alberta. The strategic objectives we will pursue over the next three years to reach this goal include: augmenting existing crime prevention programs and reviewing police recruitment and training; exploring restorative justice alternatives; promoting culturally sensitive approaches to prosecution and enabling First Nations police services to address community law and order concerns; and delivering youth and children's programs through greater cooperation with our partnering groups, including Aboriginal communities.

The success of these strategic objectives in achieving this goal will be measured by:

Public Perception of Safety in the Home

This measure is defined as the percentage of Albertans who feel "very safe" to "somewhat safe" in their own homes. The data will be obtained from a public survey.

1996/97	96%
1997/98	96%
1998/99	95%
1999/2000 Target	95%
2000/2001 Target	95%

Public Perception of Safety in the Neighbourhood

This measure is defined as the percentage of Albertans who feel "very comfortable" to "somewhat comfortable" walking alone in their own neighbourhoods at night. The data will be obtained from a public survey.

1996/97	74%
1997/98	76%
1998/99	77%
1999/2000	80%
2000/2001 Target	80%

Victimization Rate

This measure is defined as the percentage of surveyed Albertans who have reported being a victim of crime in the past year. It is a measure of public safety and is another way to assess how well the Ministry is promoting safe communities in Alberta.

* This target will be based on the results of the national General Social Survey being conducted in 1999.

1996/97	22%
1997/98	24%
1998/99	25%
1999/2000 Target	22% or less
2000/2001 Target*	below Canadian average

Crime Rate

This measure is defined as the total number of *Criminal Code of Canada* incidents per 100,000 population as reported by the police. This measure is intended to identify the risk of Albertans becoming a victim of crime. Although all Albertans and all government ministries have a role to play in reducing crime, this measure represents our Ministry's responsibility for dealing with crime and its consequences.

* For 1998, the Canadian average was 8,102. National data for 1999 is not available at this time.

1996	8,901
1997	9,127
1998*	9,043
1999 Target	9,000
2000 Target	Canadian average
2001 Target	below Canadian average

Public Satisfaction with the Level of Policing

This measure is defined as the percentage of Albertans who feel "very satisfied" to "somewhat satisfied" with the level of policing in Alberta. The data will be obtained from a public survey.

1996/97	80%
1997/98	78%
1998/99	84%
1999/2000	85%
2000/2001 Target	85%

GOAL 2: TO PROVIDE SERVICES TO VICTIMS OF CRIME AND ENSURE VICTIMS HAVE A MORE MEANINGFUL ROLE IN THE CRIMINAL JUSTICE SYSTEM

Recognizing the needs of the victim in the criminal justice system helps restore the balance of society in a humane and fair way and is an important goal of our justice system. Alberta Justice is committed to providing effective services to victims of crime and expanding the role of the victim in the criminal justice system. The strategic objectives we will pursue over the next three years to reach this goal include: reviewing current legislation from a victim's perspective; evaluating services provided under the *Victims of Crime Act*; implementing a new funding model for victim program grants; reviewing the Victim Impact Statement Program to ensure it reflects *Criminal Code* requirements; and involving victims on a voluntary basis in restorative justice processes so that the goals of healing and closure can be achieved.

The success of these strategic objectives in achieving this goal will be measured by:

Number of Alberta Community Initiatives that Work in Partnership with Alberta Justice

There are numerous justice initiatives throughout the province that involve the participation of the community. These ongoing initiatives include Citizen Advisory Committees; Youth Justice Committees; community-based Victim Services Units; First Nation police services; and Aboriginal crime prevention programs. This measure represents the total number of community initiatives in partnership with Alberta Justice.

1996/97	177
1997/98	192
1998/99	222
1999/2000 Target	200
2000/2001 Target	225

Satisfaction Rate with Services Provided for Applicants Who Apply for Victim Financial Benefits

The new *Victims of Crime Act* has changed the way services are provided to victims of crime. Victims are surveyed to assess their level of satisfaction with respect to the services they received within the criminal justice system. This indicator represents overall satisfaction with services on a scale of one to five, with five representing "very helpful".

1997/98	3.81
1998/99	3.87
1999/2000 Target	3.95 or more
2000/2001 Target	3.95 or more

GOAL 3: TO PROVIDE ACCESS TO JUSTICE SERVICES FOR PERSONS IN NEED

Families and the community are principally responsible for protecting the vulnerable, but critical contributions are made by the justice system. Access to justice services for Albertans in need is provided through maintenance enforcement, public trustee services, victim assistance, and the support for legal aid.

The success of these strategic objectives in achieving this goal will be measured by:

The Amount Collected on Maintenance Enforcement Program Files

The fundamental objective of the Program is to collect court ordered maintenance for creditors. Dollars collected per file is a reasonable indicator of the Program's effectiveness in this regard. This indicator will be maintained as a surrogate measure until data can be collected on the previous measure.

1996/97	2,711.22
1997/98	2,931.16
1998/99	2,912.00
1999/2000 Target	3,000.00
2000/2001 Target	3,010.00

Client Satisfaction with the Services of the Public Trustee's Office

This measures client satisfaction with services provided by the Public Trustee's Office. It is defined as the percentage of "satisfied" and "very satisfied" clientele from a survey conducted by the Public Trustee's Office. This measure will monitor how well the Public Trustee provides its services and is one measure of ensuring access.

1996/97	85%
1997/98	86%
1998/99	88%
1999/2000 Target	85%
2000/2001 Target	85%

Number of Eligible Persons Receiving Legal Aid Services

Legal aid volume measures the demand for legal aid. It is defined as the number of eligible people receiving legal aid services.

1996/97	79,338
1997/98	86,985
1998/99	91,597
1999/2000 Target	93,190
2000/2001 Target	94,177

GOAL 4: TO FACILITATE THE REHABILITATION OF OFFENDERS

At times, members of our communities come into conflict with the criminal justice system. When an individual does engage in criminal activity, it is to the advantage of all Albertans that offenders are held accountable and are encouraged to become law abiding members of society. While the onus for change rests with the individual, it is believed that the change process can be facilitated through providing offenders with assistance and opportunities that promote positive and productive behaviours. The strategic objectives we will pursue over the next three years to reach this goal include: exploring restorative justice alternatives; reviewing and expanding the Adult Alternative Measures Program; emphasizing offender work service contributions to the community; and provision of support for Youth Justice Committees.

The success of these strategic objectives in achieving this goal will be measured by:

Per cent of Offenders Involved in Meaningful Activities

This measures the percentage of incarcerated offenders involved in work, education and life management programs. While not all offenders are able to participate due to health reasons, court involvement, etc., these activities are important to help prepare offenders for a successful return to the community.

1998/99	86%
1999/2000 Target	95%
2000/2001 Target	80%

Note: In 1998, the method of counting offenders involved in meaningful activities changed. The target for this measure was previously set at 95%. In light of the new methodology, however, a revised target has been employed. This new target recognizes that some individuals are not able to participate because they are in court, at meetings with lawyers or other professionals or otherwise unavailable.

Number of Hours of Community Service

Community service work is a program that allows offenders an opportunity to give something back to their communities and to learn positive work habits. Projects are completed for non-profit organizations, community groups, municipalities and government ministries. This measure reports on the contribution to the community of activities in which offenders are involved.

2000/2001 Target	1 million hours

GOAL 5: TO IMPROVE ACCESS TO CIVIL AND CRIMINAL JUSTICE

The justice system is responsible for providing the infrastructure to resolve criminal and civil disputes. This includes the provision of court resources; scheduling mechanisms; prosecutorial services and appropriate dispute resolution mechanisms. Where appropriate, mediation, judicial dispute resolution and mini-trials are used as alternatives to the traditional court process. The Ministry will develop ways to ensure those who need justice services can access them in a timely way that is also cost effective and fair. The strategic objectives we will pursue over the next three years to reach this goal include: implementing a provincial court strategy; changes in prosecution; and an increase in alternative dispute resolution initiatives. Alberta Justice will also be reviewing family law legislation and proposing reforms to improve access to family justice.

The success of these strategic objectives in achieving this goal will be measured by:

Median Elapsed Time from First to Last Appearance

This measures the median elapsed time in days that it takes to process a case in Provincial Criminal Court from first to last appearance. The Ministry must ensure that there is access to the courts in a reasonable amount of time.

1996/97	67
1997/98	76
1998/99*	
1999/2000 Target**	Canadian Average
2000/2001 Target	Canadian Average

* Data for 1998/99 median elapsed time is not yet available.

** The 1997/98 national average was 84 days. National data for 1999 is not available at this time.

GOAL 6: TO PROVIDE EFFECTIVE LEGAL SERVICES TO GOVERNMENT OF ALBERTA

The government performs a number of roles as service provider, community partner and lawmaker. These roles involve relationships with individuals, families, communities, businesses and other governments. The administration of justice includes legal support to assist in establishing and maintaining positive and constructive relationships. Effective legal services reduce the potential for conflict involving the government and protect the interests of the government when relationships are formed and when conflict arises. This goal is met through: the provision of legal advice to government; representation of client departments and Crown agents in litigation and other dispute resolution processes; and advice in lawmaking and drafting of policy and legislation.

The success of these strategic objectives in achieving this goal will be measured by:

Client Satisfaction with Legal Services

This measures the level of satisfaction that client ministries have with the legal services of Alberta Justice.

1996/97	92%
1997/98	92%
1998/99	90%
1999/2000 Target	90%
2000/2001 Target	90%

CROSS-GOVERNMENT PARTNERSHIPS

Alberta Justice is a partner with shared responsibilities within the government in many initiatives that seek to improve the quality of services to the public in areas not traditionally associated with the administration of justice. We will continue to participate in collaborative efforts that support government-wide initiatives, such as:

Government Business Plan: Through our commitment to foster safe and secure communities and to administer justice effectively, we support the government's vision and mission. For example, our business plan has strategies in place which will support the Alberta Children's Initiative by emphasizing early intervention to reduce the numbers of young persons in conflict with the law.

Corporate Human Resource Development Strategy: Alberta Justice has a number of initiatives in place to develop the human resource potential of the public service. These initiatives include providing leadership skills programs, mentoring programs to develop the next generation of public sector managers, and employee wellness programs.

Alberta Corporate Services Centre Initiative: Alberta Justice will examine ways to improve efficiency, reduce costs and provide support for programs through a review of sharing services with other ministries in the area of financial and administrative services, human resources and information technology. We will be involved in the support of the design and implementation teams.

Economic Development Strategy: Alberta Justice will collaborate with other government ministries to support our government's role in developing the economy of the province. We will provide quick access to fair courts and dispute resolution forums and effective police services so that Alberta remains a prosperous and safe place to do business and raise families.

Aboriginal Policy Framework Initiative: Alberta Justice is committed to building on its strong relationship with First Nations, Metis and other Aboriginal people through the development of new forms of agreements, accords and understandings related to justice issues. Consultations on the establishment of a First Nations Forum on Policing and Justice is an example of the Ministry's activities on this initiative.

Municipal-Provincial Roles and Responsibilities: In 2000-2001, Alberta Justice and Alberta Municipal Affairs will lead a government-wide initiative to clarify the issues relating to the relationship between municipalities and the province. A proposed plan to help resolve outstanding issues will be developed in subsequent fiscal years. A major element of this review that is expected to be of mutual concern to the Ministry and municipalities is the provision of police services to Albertans.

Ministry Income Statement

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
REVENUE						
Transfers from Government of Canada	25,832	23,534	26,625	29,410	28,406	29,233
Investment Income	509	50	436	425	425	425
Premiums, Fees and Licences	32,437	31,359	32,364	28,574	28,601	28,622
Other Revenue	53,461	48,034	50,704	73,152	52,317	52,092
MINISTRY REVENUE	112,239	102,977	110,129	131,561	109,749	110,372
EXPENSE						
Program						
Ministry Support Services	9,816	10,202	10,202	13,810	15,757	15,720
Court Services	74,252	76,013	81,713	103,077	87,144	88,072
Legal Services	45,080	46,765	46,765	52,308	52,916	53,762
Support for Legal Aid	22,542	22,542	22,542	22,542	22,542	22,542
Public Trustee	6,605	6,874	6,874	7,271	7,435	7,580
Medical Examiner	3,829	4,036	4,036	4,186	4,476	4,517
Public Security	94,749	99,147	99,147	103,078	104,547	104,812
Correctional Services	104,427	104,891	105,891	112,699	114,533	116,512
Motor Vehicle Accident Claims	23,589	27,750	25,250	27,588	27,592	27,589
Judicature Act	47	-	-	-	-	-
Victims of Crime Fund	10,720	6,748	9,000	9,590	9,830	9,930
Valuation Adjustments	4,543	1,138	1,138	800	560	560
MINISTRY EXPENSE	400,199	406,106	412,558	456,949	447,332	451,596
Gain (Loss) on Disposal of Capital Assets	(16)	-	-	-	-	-
NET OPERATING RESULT	(287,976)	(303,129)	(302,429)	(325,388)	(337,583)	(341,224)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
Ministry Revenue	112,239	102,977	110,129	131,561	109,749	110,372
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	112,239	102,977	110,129	131,561	109,749	110,372
Ministry Program Expense	400,199	406,106	412,558	456,949	447,332	451,596
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**400,199**	**406,106**	**412,558**	**456,949**	**447,332**	**451,596**
Gain (Loss) on Disposal of Capital Assets	(16)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(287,976)	(303,129)	(302,429)	(325,388)	(337,583)	(341,224)